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Approved For Release 2003/07/30 : CIA-RDP86B00269R000900090007-6

Executive Registry  
70-29971

23 June 1970

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support

SUBJECT : Job-Related Attitudes and Opinions

1. You have each received a copy of the Office of Medical Services Survey of Job-Related Attitudes and Opinions within your Directorate. I asked the Inspector General to compare the results of these Surveys with the independent findings accumulated during the normal course of his Staff's work. His report is attached, and I think you will find it informative.

2. At our meetings and elsewhere we have often discussed the causes of frequently voiced complaints against "management." While we can find comfort in the fact that 70 percent of those surveyed are apparently satisfied with their jobs, supervisors, co-workers, our mission, etc., we do know that there are at least four trends of common dissatisfaction. I believe, however, that they lie in areas where remedial action is quite within our reach or already under way. The four most common complaints appear to be:

a. Lack of communication. Employees need to be told clearly what is expected of them, how their work fits in with the Agency's over-all effort, what other elements of the Agency are doing, etc.

b. Failure to consult each employee on his next assignment and career aspirations.

c. Lack of private office space and attractive working environment.

d. Overburdening professional employees with clerical tasks and the lack of clerical assistance.

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Report #40

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3. Through the years we have taken pride in this Agency as a "people-oriented" organization. In my judgment, it is; and the results of these Surveys strongly suggest that each of you has given much energy and careful attention to people--our most important resource. Nevertheless, it seems that we have not done enough toward communicating with others on matters which are essential to effective personnel management. It is unnecessary to enunciate the various basic principles; they are known to all of you.

4. Please study the Inspector General's memorandum and the Survey of your Directorate. I am optimistic that our future discussions will relate constructive actions which have been taken.

7/5/ L. K. White

L. K. White  
Executive Director-Comptroller

Attachment  
IG memorandum (ER 70-2997)

O/ExDir:BE:jrf

Distribution:

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8 June 1970

MEMORANDUM FOR: Executive Director-Comptroller

This is in response to your request that I compare findings given in the OMS survey of job-related attitudes with the impressions gained by the Inspection Staff concerning employee attitudes in the pursuance of its normal work.

Although the Inspection Staff has made no effort to achieve the degree of statistical precision that is reflected in the OMS study, we believe that the OMS study has confirmed the impressions gained by this staff over the years. Last year, for example, we interviewed about 100 employees who had been recruited during 1961. In summing up the results of this program, [redacted] made the following statements:

"The prevailing attitude of personnel from all components and grades is that the Agency is a good place to work....General comments reveal a poor opinion of personnel management per se inspite of overriding job satisfaction....There is a feeling expressed by some that the Agency has become more bureaucratic and that they neither know the nature of work elsewhere nor have access to information about vacancies....There is a diffuse feeling that 'management' could do something to give employees more sense of participation or appreciation of the Agency's work....It is said that overqualified personnel are recruited for some types of work and that they consequently find themselves in less than challenging positions....It is said that personnel who have proven their ability and possess the experience are denied advanced positions because they lack formal academic credentials."

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Our interviews with persons returning from overseas again reflect general satisfaction, but with reservations about personnel management and headroom for promotion.

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downgrading and  
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During the past two and one-half years we have completed surveys of close to twenty elements of the Agency, and have heard numerous complaints and grievances. These studies and interviews have produced results that are less easy to compare with the OMS survey, but they do suggest answers to the question: Why is it that so many people voted negatively on the matter "the way the Agency is run" despite over-all satisfaction with the Agency?

In dealing with people face-to-face, we find there is more talk about the need to get rid of deadwood than is reflected in the OMS study. This subject is not taken up in the questionnaire, but it is certainly a major preoccupation among bright young officers throughout the service. To many it appears to be a key symptom of managerial weakness in the Agency.

Another point which is made in conversation is that the collection, processing, and analysis of intelligence in the Agency and in the US Government is needlessly inefficient. Thoughtful employees acknowledge that it is by its very nature expensive, but they find it hard to understand what appear to be astronomical costs and apparent duplication, over-staffing, several layers of supervisory and editorial personnel, and cumbersome procedures. We should note that much of the comment we hear on these subjects is based on hearsay, some of which is doubtless exaggerated. Only those inefficiencies that are close at hand are accurately gauged. However, a young person is likely to hear a good deal about wastefulness -- often from a senior officer who is talking about some other part of the Agency or community. This doubtless affects employees' attitudes on the subject of management.

Finally, of course, we repeatedly hear from people whose chief and often only complaint is that they have no idea what to expect in the way of future assignments. The OMS survey picked this up. In our view it is the single most important factor among those which give people a negative view of management.

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Gordon M. Stewart  
Inspector General

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*MSL JG:pm* a. Lack of communication concerning what is expected of the employee, what other elements of the Agency are doing, etc.

b. Failure to consult each employee on his next assignment and career aspirations.

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L. K. White  
Executive Director-Comptroller

Attachment<sup>4</sup>

*16 memorandum*

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#### Remarks:

Gordon:

I am considering issuing the  
attached memorandum and welcome  
your comments.



LKW

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Executive Director-Comptroller 7D5922 JUN 1970	

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CONCURRENCE	INFORMATION	SIGNATURE	

Remarks:

Red:

I think your memorandum is right to the point. The statement made in paragraph 2.a. might be changed to read as follows:

Lack of communication. Employees need to be told clearly what is expected of them, how their work fits in with the Agency's over-all effort, what other elements of the Agency are doing, etc.

[Redacted]

GMS

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